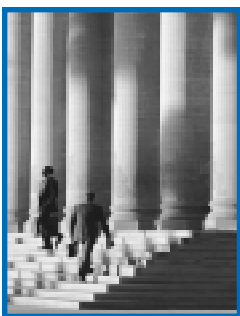


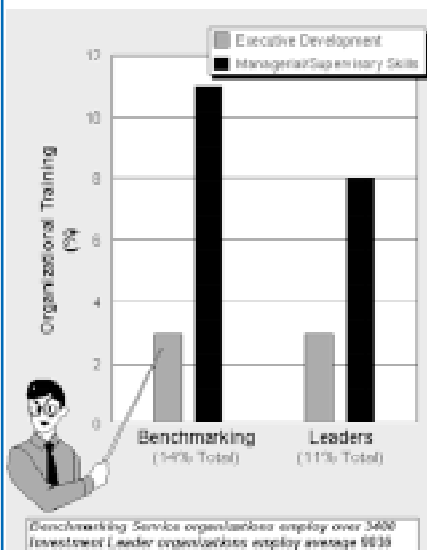
► A QUICK ASCENT:

Executive, management and supervisory training at the Graduate School made headway in FY99. Last year saw 1,916 more participants than FY98's total of 18,046.



SNAPSHOTS

Executive, management and supervisory training for organizations is important according to a new survey.



Source: 2000 ASTD State of the Industry Report
American Society for Training and Development

COVER STORY

USPS Delivers New Training

Today moving the mail requires a well-trained work force. To hone managerial skills, the Postal Service embarked in October on a new nationwide Career Management Program for at least 60,000 supervisors and managers. Through the Graduate School, CMP offers three finely worked courses developed around competency models.

"USPS wanted a fresh approach to drive home new values in the Postal Services," says Tony Gutierrez, the Graduate School's project director during CMP's development.

During nine pilot sessions in the Midwest and the Southeast, kinks were ironed out for the multi-track program created by specialists from USPS and the Graduate School. Tweaking took place in 19 roll-out sessions held across the country. "We were laying tracks as the train was moving," says Gutierrez.

The Postal Service had the delivery they wanted when the first fully implemented course kicked off. A special cadre of facilitators was selected and trained to meet USPS needs. Each instructor co-facilitated

a session with someone who had taught the course before. And all pilot and roll out sessions were attended by Postal Service reps who evaluated the course and faculty.

Why this perfectionism? CMP will be offered indefinitely. "There is [now] a continuous learning cycle from when you enter the Postal

Service to when you leave," says Bill Stefl, manager of employee development at USPS, in noting that training gaps have been filled.

The facilitative and interactive five-day courses cover three successive skill levels:

- General supervisory
- Advanced supervisory
- Management

Class size is limited to 25 participants, and the courses can be ordered electronically.

Good groundwork has paid off. Stefl says that by the end of a week, participants understand their abilities and shortcomings, and can set up future developmental plans.

For more information, call our regional coordinator for the USPS project at (312) 353-2919.



DIMENSIONS IN LEADERSHIP

New Insights

In December, 240 attendees from the Graduate School and federal agencies gathered at the Omni Shoreham Hotel in Washington, D.C., to garner the latest on government management and honor the 1999 W. Edwards Deming Award winner—the U.S. Department of Agriculture’s Veterinary Services.

David Walker, comptroller general of the General Accounting Office, took the podium as keynote speaker for this year’s Dimensions in Leadership Conference. Susan

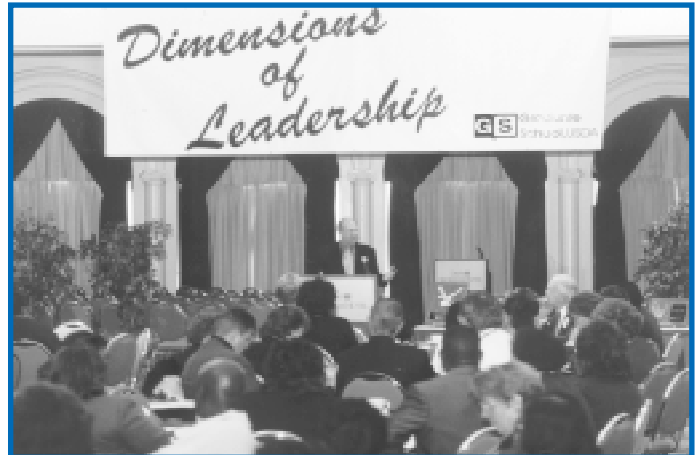


A Deming supporter: Meyera Oberndorf.

Bennett King, leader in residence with Duke University’s Hart Leadership Program, and Meyera Oberndorf, the mayor of Virginia Beach, Va., were plenary speakers. Four breakout sessions covered: ways to detect

and prevent career derailment; leadership in the 21st century; the impact of the presidential election and a Congressional update; and benchmarking in the federal sector.

At the luncheon, the Deming Award was presented to Veterinary Services. The Graduate School annually awards a federal installation, unit or department that successfully completes an innovative employee training initiative with measurable results. Veterinary Services won the award



Focusing on human capital: David Walker

because their cooperative use of satellite training technology increased the number of trainees from about 150 in 1995 to more than 2000 in 1999, while reducing costs from \$625 per participant in 1995 to \$26 in 1999.

Conference Speakers: Discerning Quotes About Government

On human capital issues: “It’s a cop-out to say we’ve got to change all the laws. There’s a heck of a lot that can be done without changing one law.”—David Walker, comptroller general, U.S. General Accounting Office

On contributions from private-sector professionals: “Experience on the ‘other side’ makes us respectful of the work of others, sensitizes us to how a healthy system needs the best of everyone, and, over the long haul, can make better citizens of us all.”—Susan Bennet King, leader in residence, Duke University’s Hart Leadership Program

On transformation: “To make a lasting change in government, you must bring your employees along with you.”—Meyera E. Oberndorf, mayor, Virginia Beach, Va.

On career derailment: “You must leverage the diversity ... of the people in the organization because that’s what gives you wisdom.”—Wardell Townsend Jr., president of The Townsend Dantai, a consulting firm

“About 50 percent of people in management have their careers derail; half of those recover, learn from it, and go on.”—Ray Blunt, senior consultant with the National Academy of Public Administration

On leadership: “Sometimes we lead from below (particularly when we have a boss entrenched in tradition) by being enthusiastic, energetic, cheerful and aggressive.”—Ernest Gregory, deputy assistant secretary, financial operations, Army

On Congress mandating without appropriations: “There is more ‘fire-alarm’ oversight today. ... It is very difficult for you, the bureaucracy, to manage this way.”—James Thurber, professor of government, American University

On benchmarking: “If you come from an organization whose leadership ... [is] not interested in change, you’ll have a tough time getting processes done. ... The organizational culture is very important.”—James Cavanaugh, benchmarking manager for the Department of Energy

TRAINING

NCTC's Action Learning Showcase

In the face of increasingly complex organizational processes, today's workers and managers need to learn more with less time. To learn how to manage more effectively, more than 25 top clients from several federal agencies gathered in Washington, D.C., at Capital Gallery in November. The half-day presentation by author Michael Marquardt was the first showcase in a series the National Capital Training Center is planning.

"The intent was to introduce action learning as a concept and means of identifying and solving problems," says Norma Ford, an NCTC program manager, who promoted the showcase.

Marquardt, a former Graduated School instructor and professor of human resource development at George Washington University, published a book on the subject last year. "Action Learning in Action: Transforming Problems and People for World-Class Organizational Learning," served as the basis for his presentation.

Action learning uses small groups to work on problems and take action, and stresses learning while doing. Individuals, teams and organizations benefit from the process.

Key points:

- ▶ Learning is as important as solving problems.
- ▶ Groups should implement and plan.
- ▶ Participants don't need to be experts.
- ▶ Questions come before answers.

At the November presentation, attendees divided into working groups and were given tips on establishing an action learning program in their organizations.

"I thought it was great," says Marquardt. "One participant said, 'Does action learning always work this well?'"

His enthusiasm is echoed by Judy Frank, a training officer at the National Gallery of Art, who looks for new techniques and ideas: "Although I've done problem solving and team building, this was a different approach in trying to solve problems."



Michael Marquardt

Learning Leadership

A new three-day leadership course for supervisors and managers is off and running. Offered nationwide, the course teaches the basics: what is a leader, how to lead, and how to employ strategic and systems thinking. It supplements a more advanced leadership course for supervisors and managers, and provides practical applications. At the end of the session, participants develop action plans for themselves that assess strengths, improvement needs, and ways to tackle shortfalls. Supervisors, managers, team leaders, project managers and human resource professionals will benefit from the guidance.

The trial run went well. Joe Antonik, a program manager in the Midwest Training Center says that the pilot, held in Chicago in December for 19 attendees, successfully "shook out the delivery and materials problems with the course, made corrections and came up with clean copy." The first class was held in San Francisco in January.

For details, call Joe Antonik at (312) 353-2919.

GATI Gets New Director

The Graduate School's Government Audit Training Institute has a new director. Peter Aliferis, former director of special projects at the General Accounting Office, succeeds the late Don Smuland.

In 25 years with the GAO, Aliferis served as international audit liaison director and worked in the divisions of Accounting and Information Management, Federal Personnel and Compensation, and General Government. In his last position as director of special projects, he reviewed the production and distribution of all GAO print and electronic publications, and the management of all correspondence to the GAO. He serves as an active committee member for several auditing and accounting organizations. He can be contacted at (202) 314-3550.



Peter Aliferis



A Winter Update

Classes may be cancelled due to bad weather if government offices are closed or dismissed early. Classes missed because of inclement conditions may be made up at a later date.

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WHAT'S NEW

New Full-Service Bookstore: The Graduate School's bookstore in Capital Gallery has taken over operations with the closing of the South Agriculture Building's store. Books, course supplies and discount software can be found at 600 Maryland Ave. S.W., on the first floor next to the Registrar's Office. The bookstore will be open Monday through Friday from 11 a.m. to 3 p.m. The easiest way to buy a book, though, is online at <http://www.usdaesra.org> or by phone at (202) 314-3305.

Jefferson Cup Awards: Graduate School staff assembled in November in person or by conference call, for the annual Jefferson Cup Awards. The awards recognize outstanding staff contributions. The 16 individuals receiving the cups were Elaine Muir, Sterling Bobbitt, Karen Pressley, Darrell Fung, David Hoffman, Dale Huffman, Michael Hunter, Joanne Gisselquist, Isabelle Howes, Jim Huske, Anne Krause, Deanna Turay, Martha Evelyn, Ann-Lloyd Hufstader, Ed Gregory and Chuck Walker. Team awards went to four teams: AmeriSchool, Health and Human Services CD-ROM, accounts payable and the Northeast's management and supervisory curriculum.

Hot Off the Press: Dave Arnott, a Southwest Training Center instructor, has authored "Corporate Cults: The Insidious Lure of the All-Consuming Organization." Arnott writes about pitfalls for employees in organizations that demand full-time emotional allegiance. The American Management Association published the book.

Keep a Tab on Web site: Click on www.grad.usda.gov, and you'll find a sharp new site. Colorful tabs take you to centralized, up-to-date information. The site covers the gamut: from programs, services, course information and registration to important news and information about the Graduate School. Jon Pacella, Web administrator, Fiona Blackshaw, Web editor, and Jeana Schieffer, database administrator, make up the Web team.

